

HOW DO YOU ASSESS YOURSELF

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Abstract

This article aimed to explain how the role of the hotel manager as the Broker Role and Innovator Role in the open system model. Managers who act as brokers must have the ability to plan, and controlling, especially in the field of food and drinking and accommodation. Meanwhile, the role of an innovator is that a manager must be creative and innovative in implementing changes in organization. Therefore, a manager needs to have the ability to negotiate and help employees to solve problems faced and challenge employees for the advancement of organization in the future, and also act as a mediator

ABSTRAK

Artikel ini bertujuan untuk menjelaskan bagaimana peran (role) Manajer hotel sebagai Broker Role dan Innovator Role dalam open system model. Manajer yang berperan sebagai Broker haruslah memiliki kemampuan untuk menyusun rencana (planning), dan Pengawasan (controlling) terutama dibidang food and drinking serta bidang akomodasi. Sedangkan peran sebagai innovator maka seorang manajer haruslah kreatif dan inovatif dalam mengimplementasikan adanya perubahan dalam organisasi. Oleh karena itu seorang manajer perlu memiliki kemampuan untuk bernegosiasi serta membantu karyawan untuk memecahkan masalah yang dihadapi dan menantang karyawan untuk kemajuan organisasi dimasa yang akan datang, dan juga berperan sebagai mediator.

1. Introduction

This report analyse the value importance and integration of the broker and innovator managerial roles for hotel manager. The hotel manager is the person who responsible for defining and interpreting the hotel's policy. The occupy a crucial role in the centre of the hotel's operation, they are in close contact with the employees and the guest.

The broker and innovator role are part of the open system model. In this model the desired ends include external support, resources acquisition, and growth, and assumed means to these have to do with insight, innovation and adaptation. (Quinn et al, 1996, p. 337).

The manager must be able to relate to employees and guest successfully, direct to the work of the operation, and achieve the operation goals of the hotel within a budget (Power, 1988, p.6). the manager must have a working knowledge of all phase of the hotel's operation. (Gray and Ligouri, 1980, p. 50).

The innovator is someone who brings in novelties and make change (Concise Oxford Dictionary, 1975) or as Quinn et al, (1996, p. 360), suggest that someone with adaptability and responsiveness to the external environment. The innovator role is thinking management function. It provides the opportunities for manager to think critically and creatively about where their organization is and where it is going (Mc Cabe, 1988, p. 64).

The broker must have the ability to persuade people that their ideas, projects value and assumption are valid and urgent, good networking usually deliberates the talent necessary to put

your idea into motion. A good broker knows where to go for answer and whose support necessary to carry the day.

2. Problem

The hotel manager as a broker needs to be a good negotiator, try to think of option that are of low cost them but of high benefit to the other party. This strategy is called “Dovetailing” or “Collaboration. (Quinn et al, 1996, p. 315).

As a hotel manager, he/she need to use negotiation skills in helping other to resolve problems or each compromises. This process is called mediation. For example : in which the manager decide it is necessary to function as mediator, here they are some practical to help a develop strategy

1. Acknowledge people that he/she knows a conflict exist, and propose an approach for resolving it.
2. In studying the position of both parties, maintain a neutral position regarding the disputants if not the issues.
3. Keep the discussion issued oriented not personality oriented. Focus on the impact the conflict is having performance.
4. Help your people put things in perspective by focusing first on areas where they might agree. Try to deal with one issue at a time.
5. Remember he/she is facilitator, not judge, each person will focus his/her energy on trying to persuade the manager rather than on solving the problem and learning something about negotiation. Judges deal with problems, facilitator deal with solution.
6. Make that people fully support the solution they have agree upon. (Quinn et al, 1996, p. 316).

A problem for hotel manager is the broker role is when follow manager says that he/she have control of the training rooms every Friday afternoon in a hotel, his or her position may be based more on a need of power and control than a practical need for those rooms at that time. It may be that he/she needs guaranteed space over time, but not necessarily every Friday afternoon. The trap is reacting to that manager’s position before uncovering his or her real needs. (Quinn et al, 1996, p. 316). For example : in negotiating over price with box supplier, a purchasing agent from a small company saw an opportunity. The agent learn from the discussion that the supplier was in a cash-flow squeeze after purchasing a very expensive machines. The supplier had taken a rigid position on price, and now the purchasing agent knew why. Seizing the opportunity, the agent offered to reply the supplier for the entire job for exchange for faster turn around time and a mayor price reduction (Calano and Salzman, 1988. P. 76). These opportunity for win-win agreements are too often overlooked because negotiation fail to solve the other side’s problems first., the manager must

separate his/her needs from his/her position, but also to separate the other party's need from its position. It alternatives do not come to mind right away, do not panic, take something.

The broker and innovator managerial roles, in relation with a hotel manager are reflecting in the following articles : the broker and innovator developed new idea for investment of the hotel company to obtain more customers. Hilton hotel has joint with American Express and IBM to test "Smart card" that are tended to facilitate check in and check out. Starting at the O'Here Hilton, the company will set up kiosks that allow traveler to check in and check out of the hotel, update personal profiles, and approve room charges using the card. The test allows the guests to by-pass the front desk and instead picks up the key at the kiosk. Some of the smart card holder are also part of American Airlines electronic ticketing experiment. The cards carry the travelers' frequent flier and hotel frequent guest information about room preference. The test was the occasion for much business speak on the part of the cooperating firms. IBM's representative, for instance, was quotes as follow : this application with Hilton is another examples prime examples of IBM working with its customers apply powerful technologies in integrated solution that translate into significant business benefit.

The broker implement new program into the company operation and the innovator developed the idea of the smart cards and adapted to the company strategic direction. The broker and innovator played an important role in the Hilton Company with the creation of the smart cards to facilitate check in and check out.

3. Analysis

The hotel manager as a broker must have the ability to plan, controls, has a good essential knowledge of food, drink and accomodation service. They must be prepared to advocate technological changes and they should be good mixing different people. It is essential that they have the ability to choose the right staff to work with them (Quinn 1996, p. 337).

They are three skills required of managers such as : technical, human, and conceptual. Technical skill deal with equipment, human skill deals with people, and conceptual skills deal with ideas. (Vallen and Abbey, 1987, p. 26). The skills required most concistently by hotel manager as a human relation skills. Hotel management is widely thought to consist of certain function that guide all managerial solution, if a manager knows thesefunction and how to apply them. He should be able to successfully manage the organization. The French theorist Hendry Fayol, was the first to try listing these function (1916 cited in Keiser. 1989, p. 40).

Planning : is deciding what has to be done

Organizing : is determining what tasks and skills are required to achieve the chosen objectives, than allocation the human resources to achieve these goals.

Staffing : involves providing the people for the various position that the organization thinks it needs to achieve its goals.

Directing : requires a manager to explain to others what needs to be done, then to help them to do it.

Coordinating : means matching the work of the staff to the goal of the organization.

Controlling : means evaluating how well the work is being done.

Innovation : means introducing or responding to change.

Communication : refer to the flow of information in various directions through the operation.

Budgeting : required that the plan a manager draws up be expressed in a budget and compare the actual results with one desired.

Decision – Making : means choosing the best course of action from among alternatives.

Representing : the organization to the various elements of the environment (the general public, the government, customers, union and financial institutions).

The importance of the various management function varies from one time and context to another. In periods of expansion, decision-making, planning, coordinating, and directing may be more important. When business is slow, control and budgeting will become more important. At certain times, public representation may be most important for a manager. (Keiser, 1989, P. 40-42).

The hotel manager as a broker must know the goals of the company and what the company is trying to accomplish. The planning and decision-making function become very important in formulating these goals, and the success of the management can, in fact, be measured by how well it achieves its goals. The functions of control, in particular, may indicate how well goals are met. Hotel managers should know what he/she wants to achieve in terms of service, quality, new business, and profit, among other factors. How well managers achieve realistic goals is a measure of their success. Hotel managers are responsible for their own goals and those of the subordinates. They must stabilize goals and priorities, which force a manager to become a resource allocation, deciding which individuals or units get priority in the distribution of available resources. (Quinn et al, 1996). Forces and stress from inside and outside influence the hotel manager. The effective hotel manager must understand these forces and adapt them to his/her purpose. The forces arising from outside the operation are called the external environment, forces within the operation can be part of the internal environment, as in the figure. (Keiser, 1989, p. 42).

External forces include the general economic level, political conditions, and cultural social changes. The external environment may quite specifically affect customers, supplies, and competition. Internal environment factors include the time available, cost, geographical distance to travel, and effort required to achieve some purpose (Keiser, 1989, p. 42-43).

Hotel manager as broker may want to accomplish a definitive project, but the internal or external environment may make it impossible, an effective manager must be alert to his/her environment and the change possible within them. And the most well-informed managers are usually, therefore, the effective managers (Keiser, 1989, p. 43).

When the situation is defined by high pressure to act and high ambiguity, action is often based in intuition and creative response. Hotel managers often act, in this situation on hunches, before they are certain of the correct answer, and take intelligent risks. In deciding to take a risk, however the managerial leader must be certain that he/she will have necessary support to do something out of the ordinary. Thus, to be seen effective in the role of making educated guesses and then convincing others that this is the correct path to follow (Quinn et al, 1996, p. 378).

The innovator role involves the use of creativity and the management of the organization changes and transition, and provide a unique opportunity for manager to affirm the value of individual employees within the organization setting. Innovation and managed change make readiness and adaptability possible in society's increasingly changing condition and accompanying demands. Today hotel manager plays an important role in the initiating and implementation of organization changes. One of the greatest challenges of the hotel manager in the innovator role is that of living with changes that is unplanned and sometimes unwelcome.

The process in which a hotel manager use his/her negotiating skill in helping others to resolve problem is called mediation. Broker think twice before intervening in a dispute between colleagues or subordinate, if two people have to work together, and disagreement is making it possible for them to work effectively, their manager may need to become involved.

What hotels are doing is to use innovative ways of changing what the customers get when they arrive at the hotel in terms of physical facilities and, more specially, in terms of excellence service. In order to provide innovative service and facilities, organization need to be open to be changed and manager must be able to meet the challenges imposed on their organization from the constantly changing nature of work and business. This is in stark contrast to the competing role in the internal process model, which tends to focus management on internal matters with high degree of control. This allow some stability and continuity for the organization. One of the key responsibility of a hotel manager is the management in the future change and opportunity to influence it to be proactive rather than reactive. Managing future change is inextricably bound up with the basic long-term goals and objectives of an organization. Change is best managed by determining a comprehensive plan of action that identifies the crucial direction and guides the allocation of resources of an entire organization (McCabe, 1994, p. 65).

The front line manager is unique position to influence the success or otherwise of any plan for management of change. In the operational area for which he/she is responsible, there are many opportunities to develop local strategies within the overall corporate change management plan. Operational addressed the day-day short term concern of the organization whilst change management looks some distance into future.

4. Conclusion

This research has been analysis of the value of importance and integration of the innovator and broker managerial roles inside the hotel. The broker and innovator roles have to do with insight, innovation and adoption. The hotel manager must have strong broker and innovator roles in order to develop the company, it takes in new ideas to remain competitive in a changing hotel environment

5. Recommendation

The methodology of this study could be used to analysis the quality of other organization. The following highlight recommendation for a hotel manager in relation to the broker and innovator managerial roles.

The hotel manager must know that conflict always exists while he/she must have good skills and knowledge for resolving it.

The hotel manager as innovator has to be an open mind person, with great to create new concept, ideas, etc. he/she must be in contact with many others companies and different person to create and adopted new and successful ideas for the company where he/she is working. She/he must have the ability to discover the problem in a company.

The hotel manager as a broker has to be a person with bigger power of convince the others. She/he must knows the organization, the staff and the goal of the company.

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